

<p style="text-align: center;">NEIGHBORHOOD HOUSING AND PROPERTY IMPROVEMENT 2004 YEAR-END ASSESSMENT</p>

61,000	single family structures in St. Paul (of which 55,000 are homesteaded)
4,500	duplexes (9,000 housing units) (of which 1,500 are homesteaded)
<u>3,700</u>	c/o structures (50,000 housing units)
69,200	residential structures in St. Paul

Part I - Performance Numbers

CHART #1			
	2002	2003	2004
Inspections	23,083	28,653	34,048
Complaints Received	9,377	11,312	14,431
Founded Complaints/Folders Opened	7,910	10,009	11,541
Orders Issued	4,168	5,883	11,640
Tows Ordered	650	947	1,625
Tags Issued	402	696	145
Cases Resolved	8,528	9,054	12,318
Initial Exterior Inspections	9,331	12,541	16,978
Initial Interior Inspections	1,149	1,148	1,148
Initial Structural Inspections	824	1,080	1,728
Field Finds	not available	3,067	3,327
Total Number of Deficiencies Called	29,636	43,695	49,860
Average Days to Close a File Folder	55 days	31 days	45 days
Average Number of Inspectors	11	11	12.5
Average Number of inspections per inspector per day	8.9	9.0	10.9

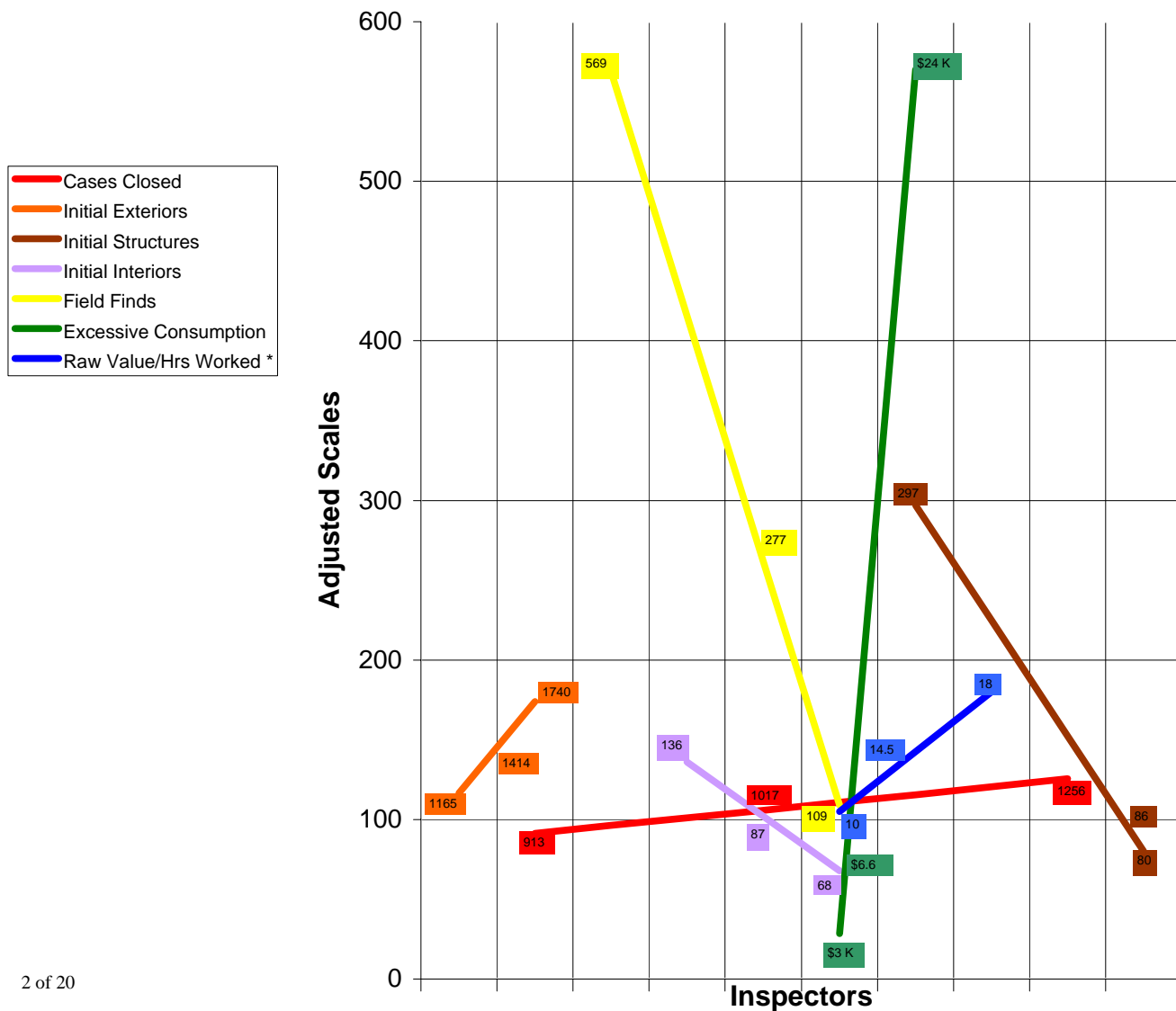
Neighborhood Housing and Property Improvement

Productivity Chart

Band-Width for 10 Area Inspectors
(with median number in between)

*** Raw Value/Hrs Worked factors in:**

Founded + # orders + [#interior x 4] +
[# structures x 3] + [# tags x 2] and divides that by #
of days worked



The previous page is NHPI's chart to plot productivity of each inspector on a monthly or year-end basis. The theory is that the number of inspections should not be the only measure of an inspector.

Analyzing this chart and comparing it to past years provides insights and suggests where improvements might be made in '05.

1. The largest band-widths are for excessive consumption bills, field finds and structures called. The inspectors at the high end might be enlisted to help or advise low-enders. Comparing year-to-year, inspector rankings amongst themselves remain remarkably consistent, even as department-wide productivity increases (see Chart 1). For example, in 2003 the raw value median was 12.5 but in 2004 this rose to 14.5, although it was pretty much the same inspectors above or below the median.
2. Department-wide the average number of field finds per day per inspector rose only slightly from 1.20 to 1.24. This was disappointing and we need to understand why. In the first half of '04 we had driven the number up to 1.33 (which was much better).
3. The average number of interior inspections per month in '03 was 102 and 82 in '04. This is another disappointing figure that needs to be understood. (Although we shouldn't lose sight of the most salient statistic for 2004 which was the two-fold increase in over-all productivity from 2002.)
4. In 2003 the total founded complaints investigated was 10,009 and the percent of complaints unfounded or "gone-on-arrival" was 17%. In 2004 these numbers were 14,280 and 16%.

Chart #3

<u>2004 Comparison Statistics</u>	Saint Paul	Minneapolis	Milwaukee	Baltimore	Memphis
Population*	287,151	382,618	596,974	651,154	650,100
Housing Units*	115,713	168,606	249,255	300,477	271,511
Inspectors*	12.5				
Inspections* (Per Day Average)	10.9				
Initial Exterior to Interior Ratio	16 to 1				
Reinspection to Inspection Ratio	17 to 11				
Inspector Absenteeism*	4.3**				
Cost Charts (With In/Out List)	See Part IX				
Best Practices					

*How did we get our numbers? See below

** In 2002 absenteeism was 8% and in 2003 it was 3.4%

Population Information Provided Courtesy of US Census 2000

Housing Units Information Provided Courtesy of US Census 2000

Inspectors 11½ Area Inspectors and 1 Problem Property Inspector
*Does not include (a) Police Force (b) Vacant Buildings
(c) Truth in Sale of Housing (d) Rental Registration
(e) Supervisors and (f) Support Staff - Clerical and
Administrative*

Inspections Inspections per day is calculated by taking the total number
of inspections and dividing by the number of days worked
and then dividing that amount by the number of inspectors.

Absenteeism Absenteeism is calculated by taking the total number of work
days and multiplying by the number of inspectors and then
comparing that number with the total days absent for sickness
(Not including vacation or extended leaves).

Part II - Moving from a mostly Complaint-Based System to a more pro-active Patrol System

[click here for how to get a sweep of your neighborhood.]

A complaint-based system is not adequate to meet the twin goals of cleaning up the city and preserving our housing stock. Thus, each inspector regularly patrols their area for field finds and we conduct pro-active sweeps.

In 2004 we conducted 16 sweeps - 33% of the City - the most ever in a single year. (See page after next for map)

In 2003 we did 14 sweeps - covering 10% of the City.

Prior to 2003 we generally did only 1 or 2 sweeps per year. In September, 2002 we conducted the first prototype sweep that became the model for all future sweeps:

- 26 blocks
- 480 residences
- 144 residences in violation pre-sweep
- ➔ Flyer delivered door-to-door
- ➔ Annual Neighborhood Clean-Up Day
- ➔ Sweep Day
- 85 residences in violation on sweep day*
- 29 residences in violation 2 months later
- 37 residences in violation 10 months later*

There are obvious benefits to being pro-active: a cleaner city, less blight, greater safety (broken windows theory), increased property values, preservation of affordable housing, etc., but it also reduces the possibility for one group to manipulate the system against another - every property gets an inspection in a sweep, not just the called-in ones.

No code enforcement program can be universal - 24/7 on every violation at every property - there's just not enough resources; moreover, in most cities a balance has to be struck between aggressive enforcement to preserve livability and over-zealous enforcement potentially leading to wholesale abandonment of properties in the inner-city.

In St. Paul the balance has been struck this way: Because we achieved efficiencies in certain parts of our operation, we were able to become more pro-active without increased resources. We did not do a new hire but we did transfer two inspectors and certain functions from one department to another. In 2004, the City's 22 inspectors went on 16 "sweeps" (approximately 30 square blocks per sweep) and did a larger number of "field finds," without creating a backlog because voluntary compliance was up and the number of properties needing reinspection was down.

[continued on next page]

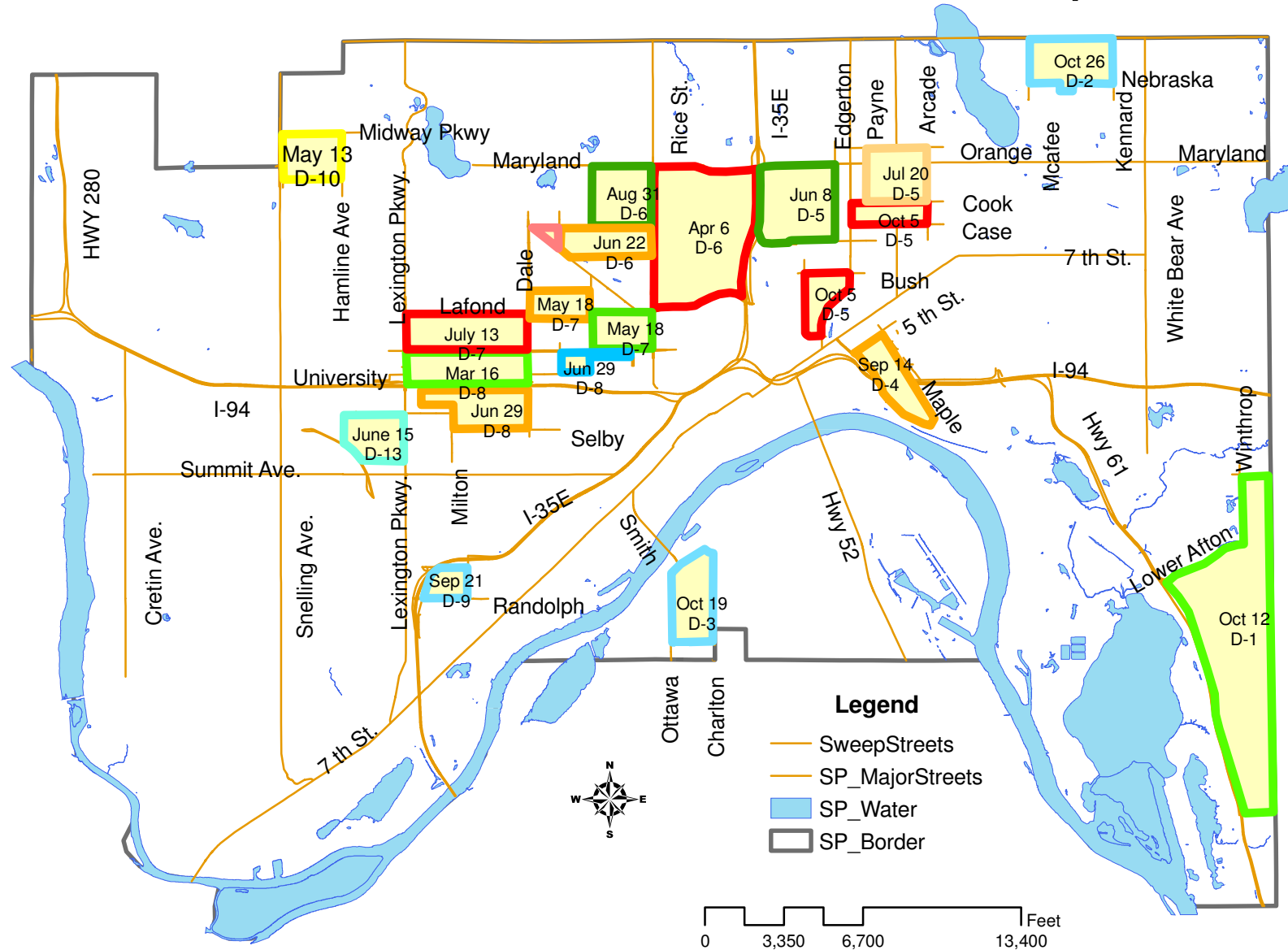
*footnote: This proved success of prototype: 59 properties took advantage of clean-up day and cleaned-up before sweep day. And using Good Neighbor Program kept the area from re-deteriorating. If a swept area can be kept clean using the Good Neighbor Program, eventually we won't need to sweep 33% of the city each year.

Voluntary compliance was up for a number of reasons, chiefly because instituting an excessive consumption fee system (which can be assessed to property taxes) created an incentive to comply, thus freeing-up inspectors to be more pro-active.

In addition to doing “sweeps,” inspectors were pro-active in other ways too. We heightened inspection standards: writing-up every violation at the property, not just what was called-in; writing-up all the near-by same or worse properties, not just the property that was called-in (i.e., “field finds”); and a user-friendly system was instituted to report alley trash violations whether by an inspector out of their area or any observer. Finally, every inspector has to spend part of the week actively patrolling their area for violations, not just responding to complaints.

This move to being more pro-active is reflected in the over-all productivity of the department (See Chart #1 comparing ‘02 to ‘04 statistics.) To quote Mayor Kelly from his budget address: “Rethinking how we do the job has made a significant difference in our neighborhood housing and property improvement department. Code enforcement efforts have yielded twice as much work accomplished compared to two years ago, with less staff and less money, largely because inspector productivity has more to do with attitude, technique and cooperation than with budgeted dollars.”

2004 Code Enforcement Sweeps



The yellow highlighted areas are where code enforcement did sweeps in 2004, approximately 632 city blocks. In addition, inspectors individually surveyed 437 blocks. Taken together this represents approximately 33% of the city.

Chart 4A

Our backlog did not increase even as the number of inspections, orders, field finds, sweeps and folders went up.

	<u>July 8</u>	October 8	January 5, 2005
# Complaints we were over 5 days late in responding to	103	105	35
# Folders we were over two weeks late in doing rechecks for	706	748	717

Chart 4B

One reason we didn't get further behind is because we became more efficient. In 2004 there were less properties requiring three or more reinspections before closing, and more that closed on 2 or less reinspections.

	2003	2004
# Folders closed on 1 st reinspection	4942	5941
# Folders closed on 2 nd reinspection	1855	1909
# Folders closed after 3 or more reinspections	1578	1343

Part III - Excessive Consumption Billing

By December 31, 2004 excessive consumption billings totaled \$140,475 and easily met the projected \$92,000 contained in the 2004 adopted budget. \$50,000 of the \$140,475 came to Neighborhood Housing and Property Improvement as part of its General Fund allotment and \$90,475 will stay in the City's General Fund, once it's fully collected.

In the 4th Quarter of 2004 an average work day at Neighborhood Housing and Property Improvement saw \$936 go in the mail as excessive consumption bills. This projects to \$234,000 in 2005. The reason we did not average \$936 per day throughout 2004 is that the ordinance went into effect January 1, and it took a good part of the year to do initial correction orders before we could go on reinspections where there might be non-compliance.

The 2005 adopted budget projects \$180,000 in excessive consumption revenue and we are on target for meeting that goal. For 2005 all of the \$180,000 is to come to Neighborhood Housing and Property Improvement as part of its General Fund allotment. The \$180,000 was constructed using a \$700 per work day average.

The only disappointing statistic is the amount voluntarily paid versus the amount that will have to be collected by way of assessment. As of December 31, 2004 only \$31,600 had been voluntarily paid. Of the \$108,875 still to be collected, approximately 40% will be "in the bank" by the May 15, 2005 property tax collection and the remaining 60% won't be collected until the 2006 assessment. Keep in mind that by May 15, 2006, and every year thereafter, the full amount billed (currently projected at \$180,000 per year) will be "in the bank".

CHART 5 - 2004 Excessive Consumption Billings

property owners billed	Number of	1,304
Number in Rental Registration		(22%) 280
Number of properties owner occupied		<u>1,024</u>
		1,304
Total dollars billed		\$ 140,475
January 1 to July 1		42,875
3 rd Quarter		42,375
4 th Quarter		<u>55,225</u>
		\$ 140,475
Average amount billed per work day		
	1 st Quarter	\$ 120
	2 nd Quarter	\$ 552
	3 rd Quarter	\$ 811
	4 th Quarter	\$ 936
Amount voluntarily paid		\$ 31,600
Amount sent to assessment		86,500
Amount not yet 90 days in arrears		<u>22,375</u>
		\$ 140,475
Number of Rental Registration owners paid	(Vol. pay rate - 62%)	163
Number of Rental Registration owners sent to assessment		100
Number of Rental Registration owners not yet 90 days in arrears		17
Number of Owner Occupied paid	(Vol. pay rate - 27 %)	239
Number of Owner Occupied sent to assessment		646
Number of Owner Occupied not yet 90 days in arrears		139
Number of property owners billed only \$50		901
Average amount billed per property owner		\$90.68
Number of property owners billed \$50.00 for 3 rd founded violation in 12 months		38
Number of property owners billed \$75.00 for 4 th founded violation in 12 months		11
Number of property owners billed \$150.00 for 5 th or more violation in 12 months		4

Part IV - Problem Property Unit

The 2002 City Council report on chronic problem properties estimated there are 300 problem properties in St. Paul. The council report estimated the city spends \$2.5 million per year responding to problem property complaints, so closing down problem properties is very efficient expenditure of money.

Problem Property Report

January 1, 2004 - December 31, 2004

<u>177</u>	Files Opened
<u>147</u>	Of which have been closed:
<u>75</u>	Owner compliance
<u>20</u>	Condemnation/Vacant Buildings
<u>5</u>	Rental Revocations
<u>7</u>	TRA's
<u>11</u>	Evictions (Landlord or City Attorney Office)
<u>2</u>	New Owner
<u>6</u>	Directors Meeting
<u>4</u>	617.80 Nuisance Abatement Order
<u>17</u>	Unsubstantiated
<u>30</u>	Still open/active

2003 Problem Properties carried over into 2004
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<u>69</u>	Carried over from 2003
<u>65</u>	2003 files closed in 2004:
<u>39</u>	Owner compliance
<u>12</u>	Condemnations/Vacant Building
<u>1</u>	Criminal Charges
<u>1</u>	Evictions (Landlord or City Attorney Office)
<u>3</u>	New Owner
<u>1</u>	617.80 Nuisance Abatement Order
<u>8</u>	Unsubstantiated
<u>4</u>	Still Open

Problem Property End of the Year Report Totals

Files opened or carried over	246
Files closed in 2004	<u>212</u>
Still Active	34

Part V - Rental Registration

The City Council report on chronic problem properties said that the Rental Registration Program was a program in name only and will remain so “until the Administration takes this ordinance seriously”. This has now happened.

Similarly, the excessive consumption ordinance is now being enforced for the first time. [Click here to get to NHPI’s How-To-Guide and see how we’re enforcing the Rental Registration and Excessive Consumption ordinances]

Chart 6 - Dramatic progress of rental registrations

Yr. 2001:	Single Family Properties	1,675	paid	\$	38,060
	Duplex Properties	<u>1,657</u>		\$	<u>64,558</u>
	Total	3,332		\$	102,618
Yr. 2002:	Single Family Properties	1,746		\$	39,641
	Duplex Properties	<u>1,695</u>		\$	<u>67,221</u>
	Total	3,441		\$	106,862
Yr. 2003:	Single Family Properties	2,486		\$	59,986
	Duplex Properties	<u>2,381</u>		\$	<u>99,594</u>
	Total	4,867		\$	159,580
Yr. 2004:	Single Family Properties	2,895		\$	64,440
	Duplex Properties	<u>2,652</u>		\$	<u>108,550</u>
	Total	5,547	paid	\$	172,990
	Known properties not paying	<u>183</u>	not paid	\$	<u>5,810</u>
	Grand Total	5,730		\$	178,800

A landlord’s rental registration certificate can be revoked for non-payment of excessive consumption fees, for operating a nuisance property and for outstanding code violations.

In 2004:

- 1,304 property owners were billed for excessive consumption
- 280 of the 1,304 were in rental registration
- 163 of the 280 voluntarily paid
- 17 of the 280 are not yet 90 days in arrears
- 100 of the 280 are over 90 days in arrears
- 92 of the 100 have been sent Notice of Intent to Revoke letters

In 2004 we also sent 24 Notices of Intent to Revoke for operating a nuisance property and 2 for outstanding code violations.

Of the 118 total Notices of Intent to Revoke sent in 2004, 35 were eventually revoked by City Council vote and the other 83 arrived at some settlement with the Director of Neighborhood Housing and Property Improvement. Of the 35 revokes, 5 were for nuisance conditions. Of the 35 that were revoked, 11 have been reinstated.

Part VI - Truth-in-Sale of Housing

	<u>2003</u>	<u>2004</u>
1. Total Number of Inspections		
First Quarter 03/31/04	1069	1143
Second Quarter 06/30/04	1696	1775
Third Quarter 09/30/04	1665	1728
Fourth Quarter 12/31/04	<u>1024</u>	<u>1126</u>
	5004	5772

2004 Budgeted Revenue: **\$134,363**

2. Revenue by Source	2003 Revenue	2004 Revenue
Evaluator Reports	\$127,563	\$146,820
Late Reports	\$0	\$3,900
Evaluator Licenses	\$4,300	\$4,300
Examination Fees	\$2,500	\$5,700
Other/Misc.	<u>\$0</u>	<u>\$17</u>
Total Revenue	\$134,363	\$156,837

3. Spending	<u>2004 Budget</u>	<u>Actual</u>
Salaries/Personal Services	\$117,768	\$115,177
Services	\$14,395	\$12,905
Credit Card Fees	\$3,425	\$ 2,788
Supplies	\$2,200	\$ 88
Transfer to GF (pay GF for supplies/services)	<u>\$0</u>	<u>\$ 1,917</u>
Total Spending	<u><u>\$134,363</u></u>	<u><u>\$130,087</u></u>

Part VII - Vacant Buildings

One of the most significant arson deterrents is the proper care and maintenance of vacant buildings. To quote St. Paul Fire Marshall Steve Zaccard “The City of Saint Paul maintains its vacant building stock VERY WELL. Compared to any other city, our vacant buildings are among the best maintained and least likely to be the target of an arsonist. The registration, boarding up, property clean up, monitoring, and rehabilitation or demolition that you do are state-of-the-art. I’m sure you guys don’t get a lot of praise for your tireless work on vacant buildings. As far as fire safety and arson control, you certainly should be commended for your work. We don’t want to have a repeat of the Worchester, MA fire. Thanks, guys.”

In 2002 Year-End-Report we recommended increasing the Vacant Building fee to pay more of the costs of the program. The City Council did raise the fee from \$200 to \$250 effective February 1, 2004, but this will still not adequately cover the program costs. In 2005 we are considering moving to a graduated fee structure.

In 2003 the city collected \$39,000 in fees but the program cost \$291,139.

In 2004 the city collected \$52,000 in fees but the program cost \$350,900.

Chart 7 - 2004 Statistical Report for Vacant Buildings

	First	Second	Third	Fourth	2004 Totals	2003 Totals	2002 Totals
New Vacant Building Identified	62	96	100	83	341	261	254
Buildings Monitored (active files)	397	439	465	476	---	---	---
Building Files Closed	48	54	74	72	248	231	302
Buildings Razed by City	0	2	2	3	7	8	20
Buildings Razed by Owner	0	2	9	11	22	31	21
Buildings Rehabed/Occupied	48	50	63	58	219	192	236
Buildings Brought before Council	4	4	9	9	26	17	30
“Order to Abates” Issued	5	9	10	5	29	23	27

Part VIII - Tenant Remedies Action \$200,000 Revolving Fund

\$	200,000.00	Balance at Inception
-	8,608.40	for 123 Acker (100% recoverable ¹)
-	<u>2,959.40</u>	for 786 Aurora (of which \$2,705 is recoverable ²)
\$	188,432.20	Balance at End of 7 th Quarter

\$	188,432.20	Beginning of 8 th Quarter Balance
-	754.54	motel bill for 507 Van Buren ³
-	538.32	motel bill for 729 Aurora ⁴
-	1,713.00	utility bill for 661 Payne ⁵
-	4,915.24	for 661 Payne (of which \$4,535.24 is recoverable)
-	<u>11,667.39</u>	for 729 Aurora (of which \$11,222.39 is recoverable)
\$	168,843.71	Balance at end of 8 th Quarter

Note that of the \$31,156.29 that has been spent inception to date, fully \$29,322.35 will revolve via tax assessment and only \$1,833.94 is left to collect by other means.

Part IX - General Fund Spending

¹ City Council has voted to assess to the property owner's property taxes and money will be collected and revolved in May 2006.

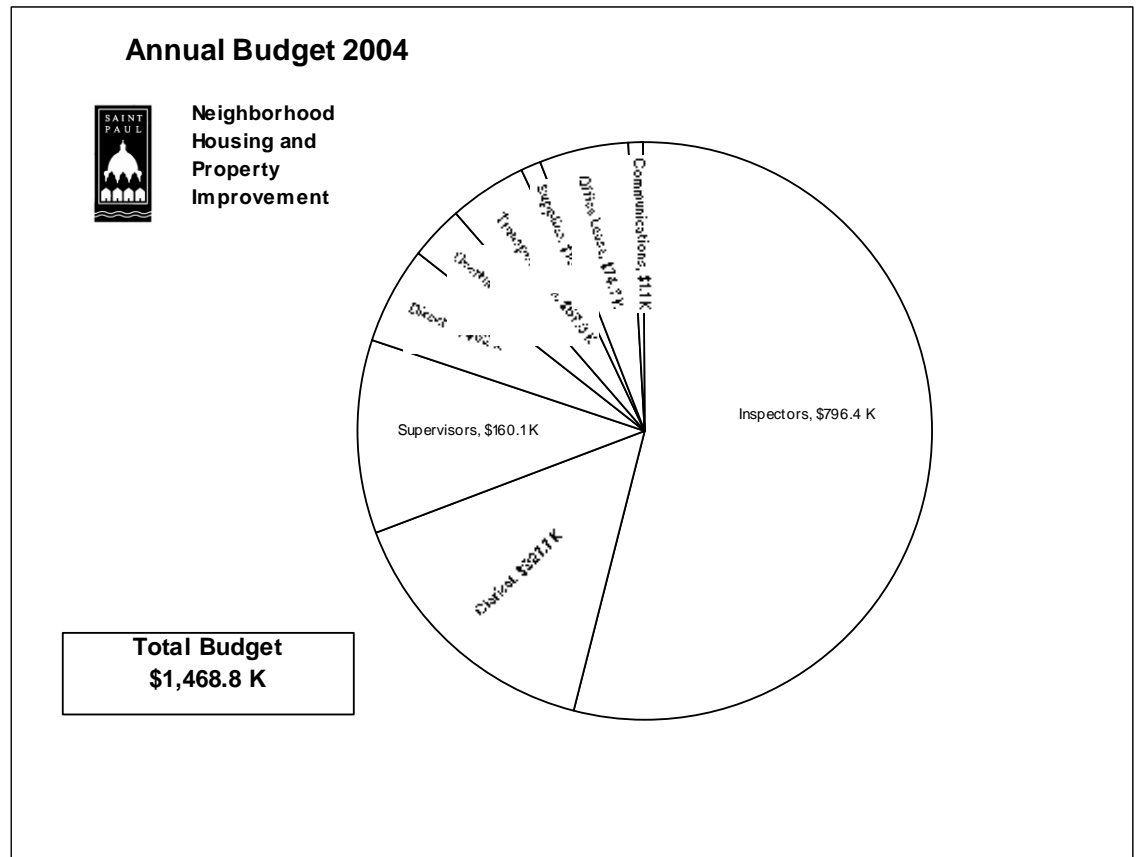
² \$254.40 was for costs of administration and not assessable. The remaining \$2,705 was voted by Council to 2006 assessment.

³ This first motel bill was paid per a telephone conference call between the plaintiff's lawyers and the Family Housing Fund. This payment is not assessable.

⁴ This second motel bill was authorized by Andy Dawkins based on exigent circumstances. The \$538.32 was reduced to a judgement versus the landlord and if collected it will be credited to the fund.

⁵ This utility bill payment was eventually lumped in with the other payment for 661 Payne. However, generally we'll try to pay utility arrears at the beginning of the TRA administratorship and the other repair costs at the end.

Chart 8



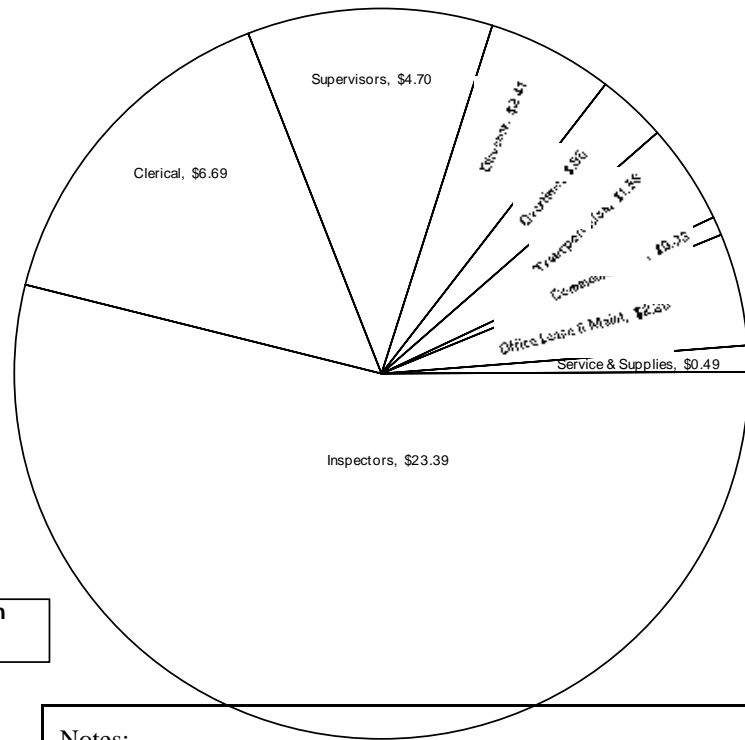
In				
<u>Salaries & Fringes</u>				
12.5	Inspectors	\$796,424		54%
4.5	Clerical	\$227,692		16%
2	Supervisors	\$160,108		11%
.8	Director	\$82,034		6%
	Overtime	<u>\$32,692</u>		<u>2%</u>
		\$1,298,951		88%
<u>Transportation</u>				
	Mileage & Leases	\$67,316		5%
<u>Overhead</u>				
	Communications	\$11,079		1%
	Office Lease & Maintenance	\$74,739		5%
	Services & Supplies	<u>\$16,703</u>		<u>1%</u>
		\$1,468,788		100%
Out				
City Attorney		Summary Nuisance Abatement		
Vacant Buildings		Fire Department - C of O for Apartments		
Rental Registration		Truth-in-Sale of Housing		

Chart 9

Cost per Inspection 2004



Neighborhood
Housing and
Property
Improvement



Cost per Inspection
\$43.15

Notes:

- Cost per inspection includes Initial and Re-Inspections
- Total cost per inspection is \$1,468.8 K over 34,048 visits
- Communications = cell phones
- Transportation = cost of gas, mileage, and vehicle leases

Prologue:

2004 was a great year, starting with the successful implementation of the new excessive consumption/rental registration revocation ordinances, ending with a favorable Star Trib editorial (12-14-04) saying code enforcement in St. Paul was cutting edge, and included Mayor Randy Kelly's mid-year budget address in which he said, "Rethinking how we do the job has made a significant difference in our neighborhood housing and property improvement department. Code enforcement efforts have yielded twice as much work accomplished compared to two years ago, with less staff and less money, largely because inspector productivity has more to do with attitude, technique and cooperation than with budgeted dollars."

In 2004 St. Paul moved from being a mostly complaint-based system to a more proactive patrol system which includes a substantial amount of surveying/patrolling/ field-finding, without getting behind in re-checks or creating a backlog in closing old files. (See Part II Supra.)

Moving to a pro-active patrol system is a good thing - not only for obvious reasons such as a cleaner city, less blight, greater safety, higher property values and preserving affordable housing - but also because it undoes racism by reducing the possibility of one group manipulating the system against another group as to which properties get called-in.

Moving to a proactive system without creating a backlog was made possible because of innovations and efficiencies. The number of rechecks inspectors had to go out on was down because the amount of voluntary compliance was up. Voluntary compliance was up for several reasons but chiefly because the new excessive consumption fee system worked like "sticker shock," just as was anticipated (See Part III Supra.). In the past our orders to correct violations were too often ignored. However, starting January 1, 2004, reinspections without compliance cost the property owner money that has to be paid because otherwise it gets assessed to property taxes. In 2003 we opened 10,009 new files and of those that closed, 3,433 took more than one reinspect to get closure (compliance); whereas in 2004 we opened 11,541 new files and of those that closed, 3,252 took more than one reinspect to close. (See charts 1 and 4B.)

The best practice of achieving voluntary compliance freed-up inspectors to do an unprecedented blanketing of the City with orders which will result in stemming blight and fixing-up our neighborhoods. St. Paul Code Enforcement is a veritable best practices list. In addition to the starred (*) items below, keep in mind that in the previous year (2003) we started a number of best practices that didn't make this year's list but continue to be highly successful. These would be creation of a "problem property unit," using community policing and community prosecuting techniques, creating a \$200,000 Tenant Remedies Action revolving repair fund, and instituting a performance measurement system (See chart 2). No wonder Minneapolis and other cities are starting to copy St. Paul.

2004 Accomplishments
(An * indicates Best Practice)

2005 Goals

1. Excessive Consumption Fee* system established..... (A) Get state law changed to clarify we can use a Tenants Remedies Action law suit to get long-standing vacant buildings repaired.
2. Went from a mostly complaint-based system to a more proactive patrol system*.
3. Rental Registration Certificate* revocation process implemented. Landlords are being held accountable for properly managing their properties.... (B) Successful resolution of federal law suit and vindication of our new aggressive, consistent, code enforcement strategies.
4. Heightened inspection standards: Inspectors have begun to write-up every violation at the property, to write-up all the “same or worse” near-by properties, and to take part of each day to patrol their areas..... (C) Reduce the number of properties on the “5 Day Late List” and the “To Do’s List” and we still need to meet our 2003 goal of increasing the number of interior inspections.
5. Produced a “How-To-Guide”* for using our services - See our website at http://www.ci.stpaul.mn.us/depts/code_enforcement/.
6. Programmed a way for citizens to submit and track progress* of complaints on-line - See our website at http://www.ci.stpaul.mn.us/depts/code_enforcement/..... (D) Get an on-line survey instrument to see how we’re doing in the eyes of our customers.
7. Transfer of two right-of-way inspectors from Public Works to NHPI and incorporating certain new duties into NHPI routine - thus reducing the times when two inspectors from two different city departments have to go to the same property..... (E) We still need to develop an efficient way of removing illegal signs from utility poles, and work with the District Councils to find some way of maintaining, even beautifying, city boulevards that are difficult to keep mowed, trimmed and neat. At a minimum we need to increase inspector watchfulness of these issues.

8. “Alley Trash Letter” instituted as way to reduce the number of days garbage is on the ground before pick-up - Any citizen can call 266-8989 (the Citizens Service Office) anytime and report alley trash. In the past an inspector’s visit was the first step; now a letter goes out immediately, and 72 hours later an initial inspection can result in an immediate work order to the city clean-up crew..... (F) Develop a measurement tool to determine “days on the ground,” and decide if the Alley Trash Letter is a best practice* or not. (In other words, the goal is to reduce the number of days garbage is on the ground - Determine if this worked)
9. A protocol has been developed to deal with over-occupancy and college-student party houses.
10. Regular Tuesday morning training sessions for inspectors including 6 weeks of intensive technical training on how to do superior level inspecting..... (G) Purchase of digital cameras for inspectors.
11. Increased coordination and communication with the Police Department - including the first combined “Mobil Enforcement Tactics” or MET operation..... (H) There’s still work to be done on creating an easy reporting system for cops on the beat to report nuisances to code enforcement, and for landlords to get easy access to info on their tenants’ arrests. We need to do more “METS” and begin some “landlord compacts” whereby the responsible landlords in a certain neighborhood buy-out the irresponsible landlords.
12. Passage by state legislature of new law allowing municipalities assessing authority for painting exteriors of structures.....
- (I) We need to implement this new law and get some houses painted that have been needing a paint job for years.
13. Continued development of “Good Neighbor Program”* particularly on St. Paul’s North End as a means of achieving voluntary compliance.....
- (J) The Good Neighbor program needs to be successful in more than just St. Paul’s North End. The District 5 idea of “deputizing” citizens is a promising start.

14. An ordinance was enacted requiring all rental registration certificates be posted by the front door - visible from the outside..... (K) We need to get neighbors involved in identifying non-registered problem rental properties. In 2002 we estimated there were 3,000 non-owner occupied duplexes in St. Paul; by the close of 2004 we had 2,652 registered - meeting our 90% compliance goal. However, in 2002 we estimated 6,000 non-owner occupied single family structures, and by close of 2004 only 2,895 were registered. Was our 6,000 estimate accurate? Are there 3,105 scofflaw landlords out there? Or are many of these 3,105 empty or occupied by the owner's family?
15. Our Correction Notice was re-written to include specific telephone numbers to call for help finding resources. This builds on last year's development of a brochure and resource list* as a best practice to achieve voluntary compliance..... (L) Our web site needs to be updated and our brochure rewritten.
16. Completed successful demonstration project of what it means to have an "ombudsperson" call on homeowners who have not complied with our orders to find out why (language barriers? mental incapacity? financial inability?) and connect these homeowners to other resources. This pilot project was then turned into a foundation proposal for the non-profit community to implement..... (M) Get the proposal funded, implemented, and determine its success at being another best practice* way to get voluntary compliance.
17. By year's end, the Mayor and City Council recognized the progress here at NHPI and provided money for a new hire - thus meeting Goal Y from the 2003 year-end assessment: "Now that we know what we're doing and doing it well, get to a new hire"..... (N) In response to an inspector job profile study, re-organize department to include a promotional system by creating two inspector classes, rewarding the best inspectors with more pay, but expecting more success with chronics, with TRA's, with getting inside to do interiors and with tackling whole blocks where violations are prevalent.
- O) We need to explore using the water utility's lead pipes replacement program as a model for how property owners can get fix-up funds that can be paid back incrementally through assessment.